










## STRATEGIC MANAGEMENT OF HUMAN CAPITAL

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>Implemented a comprehensive Human Capital Plan that is current and fully aligns with the agency's overall strategic plan and annual performance goals, and budgetary priorities; demonstrates that Human Capital planning efforts (including workforce, succession, accountability, survey action and other Human Capital-related plans) are strategically integrated; analyzed implementation results relative to the plan, and used them in decision making to drive continuous improvement;</li> <li>Implemented an organizational structure that provides greater efficiencies in serving customers and stakeholders, reduces overall program costs and improves performance. The agency's workforce plan delineates how to effectively deploy, restructure, and/or delayer the workforce; and to use competitive sourcing, E-Gov solutions, as necessary; and the agency has process(es) in place to continuously review the organizational structure and update it to address future changes in business needs in a timely manner;</li> <li>Succession strategies, including structured leadership development programs, result in adequate leadership bench strength; agency meets its targets for closing leadership competency gaps; and agency determined that bench strength and competency gap closure support organizational objectives;</li> <li>Demonstrates that it has performance appraisal and awards systems for all SES and managers, and more than 70% of the workforce, that effectively: link to agency mission, goals, and outcomes; hold employees accountable for results appropriate for their level of responsibility; differentiate between various levels of performance (i.e., multiple performance levels with at least one summary rating above Fully Successful); and provide consequences based on performance.</li> <li>Implemented a performance pilot, providing evidence that at the pilot site clear expectations are communicated to employees; rating and awards data demonstrate that managers effectively planned, monitored, developed and appraised employee performance; and the pilot site is ready to link pay to the performance appraisal systems. In addition, the agency significantly increased the number of employees covered under the pilot systems; and achieved a score of 80 or above on PAAT on the original and expanded performance pilots;</li> </ul> <p>(CONTINUED ON NEXT PAGE)</p>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Develops, documents and communicates throughout the agency a comprehensive Human Capital Plan that: <ul style="list-style-type: none"> <li>Is current and clearly aligns with the agency's current strategic plan, annual performance goals, and budgetary priorities;</li> <li>Fully addresses the Human Capital Assessment and Accountability Framework (HCAAF);</li> <li>Strategically integrates and drives all human capital planning efforts, including workforce, succession, diversity, Federal Human Capital Survey/Annual Employee Survey action, accountability planning and other HC-related activities;</li> <li>Includes general HC goals and objectives including outcome-oriented goals and objectives;</li> <li>Incorporates metrics that: 1) Measure outcomes, 2) Have clear, obtainable targets, and 3) include timelines for implementation; and</li> <li>Designates accountable officials;</li> </ul> </li> <li>Analyzed existing organizational structures from a service delivery, cost, and general workforce planning perspective. Relevant workforce solutions including, redeployment and delayering are deployed as necessary;</li> <li>Implemented succession management strategies, including structured leadership development programs, to assure continuity of leadership, sets targets for closing leadership competency gaps (including those addressing gaps in performance management competencies), implements gap closure strategies, and meets key milestones outlined in succession management plan;</li> </ul> <p>(CONTINUED ON NEXT PAGE)</p>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Lacks a comprehensive Human Capital Strategy and has not implemented a workforce planning system;</li> <li>Has not analyzed its organizational structure from a service delivery, cost, and general workforce planning perspective;</li> <li>Has not identified leadership gaps and implemented succession strategies to assure continuity of leadership;</li> <li>Has not implemented a performance appraisal system for SES and managers that is linked to agency mission, goals and outcomes, effectively differentiate between various levels of performance, and provides consequences based on performance;</li> <li>Has not implemented strategies to address workforce diversity;</li> <li>Has not identified mission critical occupations and the associated strategic competencies to allow for the effective recruitment, development, and retention of a highly qualified workforce;</li> <li>Has not made progress toward meeting aggressive hiring time standards and does not make use of hiring flexibilities; <b>OR</b></li> </ul> <p>(CONTINUED ON NEXT PAGE)</p>




## STRATEGIC MANAGEMENT OF HUMAN CAPITAL (cont.)

		
<ul style="list-style-type: none"> <li>• Implemented programs that are designed to recruit broadly, attract a diverse applicant pool and use the talents of the agency's workforce; has a process to sustain workforce diversity;</li> <li>• Met targets for closing competency gaps in mission critical occupations (i.e., human resources management, information technology, acquisition and agency-specific occupations), significantly reduced the number of vacant positions in MCOs, and used appropriate E-Gov solutions within the gap closure strategy; demonstrates how gap closure supports organizational objectives;</li> <li>• Implemented a comprehensive strategy from improving hiring process and ensuring highly qualified candidates are recruited and retained; at least 70% of agency hires are made and applicants notified of their status within 45 business days, achieved a significant reduction in the time to hire employees in MCOs; met aggressive SES hiring timelines, and met targets for hiring process improvements based on the Hiring Satisfaction Survey; integrated Career Patterns initiative into its recruitment and hiring strategy; optimized the use of hiring flexibilities including category rating; <b>AND</b>;</li> <li>• Took corrective and improvement action, within prescribed timeframes, based on the results of the accountability activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented merit-based appraisal plans and awards programs that link to agency mission, goals and outcomes; hold employees accountable for results appropriate for their level of responsibility; differentiate between various levels of performance; and provide consequences based on performance for all SES and managers. Implementing, at a performance pilot (formerly "beta site"), performance appraisal and awards systems that are fair, credible and transparent; assure managers are competent in their role as managers; hold managers accountable for managing employee performance, as reflected in their performance plans and ratings; and include employee involvement and feedback. The agency has expanded the performance pilot to cover a significant proportion of employees, and is working to include all agency employees under such systems;</li> <li>• Implemented strategies to address workforce diversity, particularly in mission-critical occupations and leadership ranks;</li> <li>• Conducted a workforce analysis to identify competency gaps in mission-critical occupations (i.e., human resources management, information technology, acquisition, and agency-specific occupations), determine current and future human resource needs, sets targets to close gaps, including targeted employee development and recruitment and retention programs; and meets key milestones;</li> <li>• Implements a strategy for improving its hiring process that focuses on recruiting and retaining top talent and reducing timelines for hiring applicants, and integrates the Career Patterns initiative; implements an auditable system(s) for collecting and analyzing data on stages of the hiring process consistent with the CHCO Council criteria; sets a hiring timeline target based on the time from closing of announcement until offer is made (e.g., average of 45 days for SES and all non-SES); <b>AND</b></li> <li>• Implements the Human Capital Accountability System approved by OPM; provides annual accountability report, which includes System, Standards, and Metrics (SSM) results, outlining the effectiveness of the agency's human capital program and accountability system to the Agency Head, leadership, and OPM, and results are used to inform and update the Accountability Plan as needed; and agency periodically conducts accountability reviews with OPM participation.</li> </ul>	<ul style="list-style-type: none"> <li>• Has not developed a planning and accountability system using metrics to evaluate performance on all of the Human Capital Standards.</li> </ul>




## COMPETITIVE SOURCING

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>Has an OMB approved "green" competition plan to compete commercial activities available for competition;</li> <li>Publicly announces standard competitions in accordance with the schedule outlined in the agency "green" competition plan;</li> <li>Since January 2001, has completed at least 10 competitions (no minimum number of positions required per competition) or has completed a sufficient number of large competitions to demonstrate meaningful use of competitive sourcing;</li> <li>In the past four fiscal quarters, completed 90% of all standard competitions in a 12-month timeframe or timeframe otherwise approved in accordance with the Circular;</li> <li>In the past four fiscal quarters, completed 95% of all streamlined competitions in a 90-day timeframe or timeframe otherwise approved in accordance with the Circular;</li> <li>In the past year, canceled fewer than 10% of publicly announced standard and streamlined competitions;</li> <li>Has OMB reviewed written justifications for all categories of commercial activities determined to be unsuitable for competition;</li> <li>Tracks and reviews actual costs, savings, and quality of performance of the selected public- or private-sector service providers for all performance periods and ensure corrective action is taken when required;</li> <li>Structures competitions in a manner to encourage participation by both private and public sectors as typically demonstrated by receipt of multiple offers and/or by documented market research, as appropriate;</li> <li>Regularly reviews work performed once competitive sourcing studies are implemented to determine if performance standards in contract or agreement with agency provider are met and takes corrective action when provided services are deficient.</li> <li>Submits quarterly reports to OMB's competitive sourcing tracking system regarding status of pending competitions and results achieved; <b>AND</b></li> <li>Has positive anticipated net savings and/or significant performance improvements from competitions completed either in last fiscal year for which data has been officially reported to Congress by OMB or in the past three quarters.</li> </ul> <p>To main green status, agency:</p> <ul style="list-style-type: none"> <li>Has expressly coordinated "green" competition plan annual updates with agency's Chief Human Capital Officer; <b>AND</b></li> <li>Has an OMB-approved plan for independently validating results from a sampling of competitions and completes validations in accordance with the schedule outline in the plan.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Has an OMB approved "yellow" competition plan to compete commercial activities available for competition;</li> <li>Has completed one standard competition or has publicly announced standard competitions that exceed the number of positions identified for competition in the agency's "yellow" competition plan;</li> <li>In the past two quarters, has completed 75% of streamlined competitions in a 90-day timeframe or timeframe otherwise approved in accordance with the Circular;</li> <li>In the past two quarters, has canceled fewer than 20% of publicly announced standard and streamlined competitions;</li> <li>Tracks and reviews actual costs, savings, and quality of performance of the selected private- or public-sector service provider for all performance periods and ensures corrective action is taken when required;</li> <li>Submits quarterly reports to OMB's competitive sourcing tracking system regarding status of pending competitions and results achieved;</li> <li>Has positive anticipated net savings and/or performance improvements from competitions completed either in the last fiscal year for which data has been officially reported to Congress by OMB or in the past two fiscal quarters; or has taken corrective actions to address identified weaknesses; <b>AND</b></li> <li>Has an OMB-approved plan for independently validating results from a sampling of competitions and completes validations in accordance with the schedule outlined in the plan.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Does not have an OMB approved competition plan;</li> <li>Has not completed one standard competition or publicly announced standard competitions that exceed the number of positions identified for competition in the agency's "yellow" competition plan;</li> <li>In the past two quarters, exceeded the timeframes stipulated in the Circular in more than 25% of streamlined competitions;</li> <li>In the past two quarters, canceled 20% or more of standard and streamlined competitions;</li> <li>Does not track and review actual costs savings, and quality of performance of selected private- and public-sector providers;</li> <li>Has not submitted quarterly reports to OMB's competitive sourcing tracking system regarding status of pending competitions and results achieved; <b>OR</b></li> <li>Does not have OMB-approved plan for independently validating results from a sampling of competitions.</li> </ul>




## IMPROVED FINANCIAL PERFORMANCE

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>• Meets all Yellow Standards for Success;</li> <li>• Currently produces accurate and timely financial information that is used by management to inform decision-making and drive results in key areas of operations;</li> <li>• Is implementing a plan to continuously expand the scope of its routine data use to inform management decision-making in additional areas of operations;</li> <li>• Reports in its audited financial statements that its systems are in compliance with the Federal Financial Management Improvement Act;</li> <li>• Has no repeat material auditor-reported internal control weaknesses; <b>AND</b></li> <li>• Has no repeat material weakness reported under Section 2 Over Financial Reporting and no repeat non-conformances reported under Section 4 of the Federal Managers' Financial Integrity Act that impact the agency's internal control over financial reporting or financial systems.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Receives an unqualified audit opinion on its annual financial statements;</li> <li>• Meets financial statement reporting deadlines;</li> <li>• Has no chronic or significant Anti- Deficiency Act Violations;</li> <li>• Has no more than one repeat material auditor-reported internal control weaknesses;</li> <li>• Has no material non-compliance with laws or regulations; <b>AND</b></li> <li>• Has no more than one repeat material weakness reported under Section 2 over Financial Reporting and no more than one non-conformance reported under Section 4 of the Federal Managers' Financial Integrity Act that impact the agency's internal control over financial reporting or financial systems.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Receives an opinion other than unqualified on its annual financial statements;</li> <li>• Does not meet financial reporting deadlines;</li> <li>• Cannot report in its audited annual financial statements that its systems are in compliance with the Federal Financial Management Improvement Act;</li> <li>• Commits chronic or significant Anti-Deficiency Act Violations;</li> <li>• Has more than one repeat material auditor reported internal control weaknesses;</li> <li>• Is in material non-compliance with laws or regulation; <b>OR</b></li> <li>• Has more than one repeat material weakness reported under Section 2 over Financial Reporting more than one non-conformance reported under Section 4 of the Federal Managers' Financial Integrity Act that impact the agency's internal control over financial reporting or financial systems.</li> </ul>




## EXPANDED ELECTRONIC GOVERNMENT

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>Has an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in both the "Use" and "Results" sections;</li> <li>Has acceptable business cases for all major systems investments and no business cases on the "management watch list;"</li> <li>Has demonstrated appropriate planning, execution, and management of major IT investments, using EVM or operational analysis and has portfolio performance within 10% of cost, schedule, and performance goals;</li> <li>Inspector General or Agency Head verifies the effectiveness of the Department-wide IT security remediation process and rates the agency certification and accreditation process as "Satisfactory" or better;</li> <li>Has 90% of all IT systems properly secured (certified and accredited); <b>AND</b></li> <li>Adheres to the agency-accepted and OMB-approved implementation plan for all of the appropriate E-Gov/Lines of Business/SmartBuy initiatives and has transitioned and/or shut down investments duplicating these initiatives in accordance with the OMB-approved implementation plan.</li> </ul> <p><b>To maintain green status, agency:</b></p> <ul style="list-style-type: none"> <li>Has ALL IT systems certified and accredited;</li> <li>Has IT systems installed and maintained in accordance with security configurations;</li> <li>Has demonstrated for 90% of applicable systems a Privacy Impact Assessment has been conducted and is publicly posted;</li> <li>Has demonstrated for 90% of systems with personally identifiable information a system of records has been developed and published; <b>AND</b></li> <li>Has an agreed-upon plan to meet necessary communication requirements for COOP and COG activities.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Has an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in either the "Use" or "Results" sections;</li> <li>Has acceptable business cases for more than 50% of its major IT investments;</li> <li>Submits security reports to OMB that document consistent security improvement and either: <ul style="list-style-type: none"> <li>80% of all IT systems are properly secured; <b>OR</b></li> <li>Inspector General or Agency Head verifies the effectiveness of the Department-wide IT Security Plan of Action and Milestone Remediation Process;</li> </ul> </li> <li>Has demonstrated appropriate planning, execution, and management of major IT investments, using EVM or operational analysis, and has IT portfolio performance operating within 30% of cost, schedule, and performance goals; <b>AND</b></li> <li>Has an up-to-date agency-accepted and OMB-approved implementation plan for all of the appropriate E-Gov/Lines of Business/SmartBuy initiatives rather than creating redundant or agency unique IT projects.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Does not have an Enterprise Architecture with a score of 4 in the "Completion" section and 4 in either the "Use" or "Results" sections;</li> <li>Does not have acceptable business cases for more than 50% of its major IT investments;</li> <li>Has not submitted Security Reports to OMB that document consistently security improvement and cannot demonstrate that: <ul style="list-style-type: none"> <li>80% of all IT systems are properly secured; <b>OR</b></li> <li>Inspector General or Agency Head has verified the effectiveness of the Department-wide IT Security Plan of Action and Milestone Remediation Process;</li> </ul> </li> <li>Has cost and schedule overruns, and performance shortfalls, that average 30% or more; <b>OR</b></li> <li>Does not have an up-to-date agency-accepted and OMB-approved implementation plan for all of the appropriate E-Gov/Lines of Business/SmartBuy initiatives rather than creating redundant or agency unique IT projects.</li> </ul>

## PERFORMANCE IMPROVEMENT

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>• Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers all major responsibilities of the Department. Agency works to improve program performance and efficiency each year;</li> <li>• Strategic plans contain a limited number of outcome-oriented goals and objectives. Annual budget and performance documents incorporate measures identified in the PART and focus on the information used in the senior management report described in the first criterion;</li> <li>• Reports the full cost of achieving performance goals accurately in budget and performance documents and can accurately estimate the marginal cost of changing performance goals;</li> <li>• Has at least one efficiency measure for all PARTed programs;</li> <li>• Uses PART evaluations to direct program improvements and hold managers accountable for those improvements, and PART findings and performance information are used consistently to justify funding requests, management actions, and legislative proposals.; <b>AND</b></li> <li>• Less than 10% of agency programs receive a Results Not Demonstrated rating for two years in a row.</li> </ul> <p><b>To maintain green status, agency:</b></p> <ul style="list-style-type: none"> <li>• Improves program performance and efficiency each year, <b>AND</b></li> <li>• Uses marginal cost analysis to inform resource allocations, as appropriate.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers some of the major responsibilities of the Department. Agency can demonstrate information is used to improve performance of agency programs;</li> <li>• Strategic plans contain a limited number of outcome-oriented goals and objectives. Annual budget and performance documents incorporate measures identified in the PART process;</li> <li>• The full cost of achieving performance goals is accurately reported in budget and performance documents;</li> <li>• At least 50% of agency programs rated by the PART have at least one efficiency measure;</li> <li>• PART findings and performance information are used to justify funding requests, management actions, and legislative proposals, and agency assigns specific individuals responsibility for implementing program improvement plans; <b>AND</b></li> <li>• No more than 50% of agency programs receive a Results Not Demonstrated rating for two years in a row.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Senior agency managers do not have a regular process for considering financial and performance information when making decisions regarding the management of Agency programs;</li> <li>• Strategic plans contain too many goals and objectives to provide a clear focused statement of Agency priorities. Performance measures included in annual budget and performance documents do not meet the standards of the PART;</li> <li>• Does not have a systematic way to estimate the full cost of achieving performance goals reported in budget and performance documents;</li> <li>• Fewer than 50% of agency programs rated by the PART have at least one efficiency measure;</li> <li>• Agency does not consistently use PART ratings to justify funding requests, management actions, and legislative proposals; <b>OR</b></li> <li>• More than 50% of agency programs receive a Results Not Demonstrated rating for two years in a row.</li> </ul>




## ELIMINATING IMPROPER PAYMENTS<sup>1</sup>

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>• Has met all Yellow Standards for Success;</li> <li>• Demonstrates that improper payments are being reduced consistent with reduction targets; <b>AND</b></li> <li>• Has established improper payments recovery targets, where appropriate, and is actively meeting such targets.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Has a risk assessment in place that identifies all programs that are at significant risk of improper payments;</li> <li>• Has an OMB-approved plan for measuring improper payments on an annual basis and meets milestones established in the plan that include the following for each risk susceptible program: <ul style="list-style-type: none"> <li>• yields a valid annual improper payment amount consistent with OMB guidance on error measurement either for -- (a) the program as a whole; or (b) one or more significant components of the program;</li> <li>• tracks sampled payments through each phase of the payment lifecycle (i.e., internal agency processing, payment to any intermediary, and payment to the ultimate recipient; and</li> <li>• identifies the causes of error so that corrective action plans can be tailored appropriately</li> </ul> </li> <li>• Agency has an OMB-approved corrective action plan that includes aggressive, yet feasible, reduction targets; <b>AND</b></li> <li>• Agency complies with improper payments reporting requirements.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Has no risk assessment in place to identify the programs that are at significant risk of improper payments;</li> <li>• Lacks an OMB-approved plan for measuring improper payments or does not meet milestones established in an OMB-approved plan;</li> <li>• Has no OMB-approved corrective action plan that includes aggressive, yet feasible, reduction targets; <b>OR</b></li> <li>• Does not comply with improper payments reporting requirements.</li> </ul>

<sup>1</sup> Includes the following agencies: Agriculture, Defense, Education, HHS, DHS, HUD, Labor, DOT, Treasury, VA, EPA, NSF, OPM, SBA, and SSA






## FAITH-BASED AND COMMUNITY INITIATIVE<sup>2</sup>

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>Has implemented a comprehensive outreach and technical assistance strategy for enhancing opportunities of faith-based and community organizations (FBCO) to compete for federal funding, including working with state and local officials to expand access to Federal funding awarded through them. This strategy employs all 7 best practices;</li> <li>Provides and facilitates education on the equal treatment principles at the Federal, State and local levels, assists Federal programs within their purview in developing mechanisms for assessing compliance with appropriate regulations and in addressing violations once they are brought to the agency's attention, and works to enable State- and locally-administered programs to implement equal treatment principles using proven models for partnering with FBCOs. Activities employ all 9 best practices.</li> <li>Collects accurate and timely data as requested by the White House Office of Faith-Based and Community Initiatives (WHOFBCI) on participation of FBCOs and other applicants, including government entities, in selected Federal non-formula programs. When requested by WHOFBCI, works with Federal formula program offices, in partnership with State and local administrators and State Faith-Based and Community Initiative Liaisons, to collect information on FBCO participation at the State and local level;</li> <li>Implements pilot programs to strengthen the partnership between FBCO and the Federal government to deliver services and inform implementation of the Initiative, and expands the use of pilots to test new strategies when appropriate;</li> <li>Undertakes outcome-based evaluations of its pilot programs where FBCO participate, provides quarterly progress reports and interim results to (WHOFBCI) throughout the life of the program, and builds an evaluation component into new pilots. Incorporated FBCO component into broader program evaluations when appropriate; <b>AND</b></li> <li>Is implementing an aggressive strategy to facilitate the expanded participation of grassroots faith-based and community organizations in services funded by both Federally-administered and Federal block/formula funds. Activities include initiation of all five best practices within the FY 2007 grand funding cycle.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Has developed a comprehensive outreach and technical assistance strategy for enhancing opportunities of faith-based and community organizations (FBCO) to compete for federal funding, including working with state and local officials to expand access to Federal funding awarded through them, and has begun to implement the plan. This strategy employs 5 of 7 best practices;</li> <li>Has taken steps to promote full implementation of the equal treatment regulation principles at the Federal, State and local level. These steps include 5 of 7 best practices;</li> <li>Has established procedures to collect data requested by WHOFBCI on participation of FBCO in selected non-formula Federal programs. When requested by the WHOFBCI, works with Federal formula grant program offices, in partnership with State and local administrators and State Faith-Based and Community Initiative Liaisons, to collect information on FBCO participation at the State and local level for at least one formula grant program;</li> <li>Has implemented pilot programs to strengthen the partnership between FBCO and the Federal government to deliver services;</li> <li>Has undertaken outcome-based evaluations of its first set of pilot programs and has provided progress reports to WHOFBCI; <b>AND</b></li> <li>Is implementing a strategy to facilitate the expanded participation of grassroots faith-based and community organizations in services funded by Federal non-formula and block/formula funds. Activities include initiation of 3 of 5 best practices within the FY 2007 grant funding cycle.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Has no outreach and technical assistance strategy for enhancing opportunities of faith-based and community organizations (FBCO) to compete for federal funding, has not begun to implement the plan, or has a strategy that is not comprehensive;</li> <li>Has not taken steps to ensure barrier free access for FBCO to the Federal competitive grants process;</li> <li>Has not established procedures to collect data on participation of FBCO and the Federal government to deliver services;</li> <li>Has not implemented pilot programs to strengthen the partnership between FBCO and the Federal government to deliver services;</li> <li>Has not undertaken outcome-based evaluations of its first set of pilot programs or has not provided progress reports to WHOFBCI; <b>OR</b></li> <li>Does not have a strategy to facilitate the expanded participation of grassroots organizations.</li> </ul>

<sup>2</sup> Includes the following agencies: Agriculture, Commerce, Education, HHS, DHS, HUD, Justice, Labor, SBA, USAID, and Veterans Affairs






## FEDERAL REAL PROPERTY ASSET MANAGEMENT<sup>3</sup>

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>• Meets all Yellow Standards for Success;</li> <li>• Established an OMB-approved three-year rolling timeline with date certain deadlines by which agency will address opportunities and determine its priorities as identified in the asset management plan;</li> <li>• Demonstrated steps taken toward implementation of asset management plan as stated in yellow standards (including meeting established deadlines in three-year timeline, meeting prioritized management improvement actions, maintaining appropriate amount of holdings, and estimating and optimizing cost levels);</li> <li>• Accurate and current asset inventory information and asset maximization performance measures are used routinely in management decision-making (such as reducing the amount of unneeded and underused properties); <b>AND</b></li> <li>• The management of agency property assets is consistent with the agency's overall strategic plan, the agency asset management plan, and the performance measures established by the Federal Real Property Council as stated in the Federal Real Property Asset Management Executive Order.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Has a Senior Real Property Officer (SRPO) who actively serves on the Federal Real Property Council (FRPC);</li> <li>• Established asset management performance measures, consistent with the published requirements of the Federal Real Property Council;</li> <li>• Completed and maintained a comprehensive inventory and profile of agency real property, consistent with the published requirements of the Federal Real Property Council;</li> <li>• Provided timely and accurate information for inclusion into the government-wide real property inventory database; <b>AND</b></li> <li>• Developed an OMB-approved comprehensive asset management plan that: <ul style="list-style-type: none"> <li>• Complies with guidance established by the Federal Real Property Council (FRPC)</li> <li>• Includes policies and methodologies for maintaining property holdings in an amount and type according to agency budget and mission</li> <li>• Seeks to optimize level of real property operating, maintenance, and security costs.</li> </ul> </li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Does not actively participate on the Federal Real Property Council (FRPC);</li> <li>• Has not established asset management performance measures or has asset management performance measures that are inconsistent with the published requirements of the FRPC;</li> <li>• Has not completed or does not maintain a comprehensive inventory and profile of agency real property consistent with the published requirements of the FRPC;</li> <li>• Does not provide timely and accurate information for inclusion into the government-wide real property inventory database; <b>OR</b></li> <li>• Has not developed an OMB-approved comprehensive asset management plan.</li> </ul>




<sup>3</sup> Includes the following agencies: Agriculture, Defense, Energy, HHS, DHS, Interior, Justice, Labor, State, DOT, VA, Corps, GSA, and NASA

## HEALTH INFORMATION QUALITY AND TRANSPARENCY<sup>4</sup>

		
<p>Agency:</p> <ul style="list-style-type: none"> <li>Has established a Standards Implementation Plan for the health data standards approved by the Secretary of Health and Human Services, including timeline for implementation of standards, associated resource identification, and identification of future standards use case work for systems where agency plays a role as a provider, surveyor (surveillance), contractor (as referenced in August 22, 2006 E.O.) or administrator of health information. The health data standards include standards accepted by the Secretary of Health and Human Services in the areas of: information model, information interchange, terminology, security and privacy, individual and organizational identifier, and functionality and process workflow. For contracted systems, agencies should provide contract renewal cycle information;</li> <li>Has implemented standards accepted by the Secretary of Health and Human Services on 50 percent of system components/processes for Federal systems exchanging health data with Federal, State, local, or private entities. 50 percent can be measured either by total investment amount (over the lifecycle of the systems) or, by number of systems components/processes;</li> <li>Has included departmental contracting language in contracting vehicles for applicable contracts. Inclusion of contracting language should occur during normal contracting cycles;</li> <li>Has independently validated that their ambulatory care systems are compliant with product certification criteria as accepted by the Secretary of Health and Human Services;</li> <li>Has provided evidence demonstrating existing availability and access to quality measurement data, including an agency inventory of existing price and quality measurements;</li> <li>Has demonstrated participation in quality measurement collaborations.</li> <li>Has demonstrated significant progress toward making quality measurements available to beneficiaries, has included a development timeline through FY 2009.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Has developed an inventory of health information exchanges, and the health IT standards being used for those exchanges. This inventory included health information exchanges in which the agency plays a role as a provider, surveyor (surveillance), contractor (as referenced in August 22, 2006 E.O.) or administrator of health information. The inventory should also identified associated IT systems, and a list of applicable contracts with contract renewal cycle information;</li> <li>Has implemented standards, as accepted by the Secretary of Health and Human Services, on 25 percent of system components/processes for Federal systems exchanging health data with Federal, State, local, or private entities. 25 percent can be measured either by total investment amount (over the lifecycle of the systems) or, by number of systems components/processes;</li> <li>Has developed a Departmental policy and contracting language for inclusion of Health IT standards in applicable contracts, as outlined in August 22, 2006 Executive Order;</li> <li>Has prepared a plan for compliance with ambulatory care certification criteria as accepted by the Secretary of Health and Human Services, for software utilized in the delivery of agency provided ambulatory care. Certification plan includes a list of applicable systems, a timeline, and resource identification; AND</li> <li>Has developed an inventory of quality measurements, a description of efforts to make available quality measurement data, and a timeline for developing and making available additional quality measurement.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>Has not developed an inventory of health information exchanges or the health IT standards used for this exchange;</li> <li>Has not implemented standards accepted by the Secretary of Health and Human Services on at least 25% percent of system;</li> <li>Does not have a Departmental policy and contracting language for inclusion of Health IT standards in applicable contracts, as outlined in August 22, 2006 Executive Order;</li> <li>Does not have a plan for compliance with ambulatory care certification criteria as accepted by the Secretary of Health and Human Services, for software utilized in the delivery of agency-provided ambulatory care; OR</li> <li>Has not developed an inventory of quality measurements, a description of efforts to make available quality measurement data, or a timeline for developing and making available additional quality measurement.</li> </ul>

<sup>4</sup> Includes the following agencies: Defense, HHS, VA, and OPM.

## IMPROVED CREDIT PROGRAM MANAGEMENT<sup>5</sup>

		
<p>For all its major credit programs, agency:</p> <ul style="list-style-type: none"> <li>• Meets all Yellow Standards for Success;</li> <li>• Has PART scores of at least 80 on program design for at least 75 percent of its major credit programs, including providing evidence of delivering sufficient public policy outcomes cost effectively;</li> <li>• Achieves goals related to reaching target borrowers and reducing deviation from risk standards;</li> <li>• Achieves goals to reduce the total cost of servicing and liquidating loans and improve the rate of debt recovery; <b>AND</b></li> <li>• Earns customer satisfaction ratings that meet or exceed industry standards.</li> </ul>	<p>For all its major credit programs, agency:</p> <ul style="list-style-type: none"> <li>• Defines its target borrower segments clearly, regularly assesses whether its borrowers meet that definition and whether such borrowers comprise an acceptable risk that can be managed effectively;</li> <li>• Establishes or verifies that partner lenders have established sound lending policies and procedures that are implemented in effective transaction approval processes, loan portfolio management, and loss recovery;</li> <li>• Establishes or verifies that partner lenders have established collateral valuation processes with clear policies and procedures ensuring independence in appraisals and valuations, and adequate monitoring of appraisers' quality and certification;</li> <li>• Maintains a reasonable level of risk and productivity of taxpayer cash used in lending programs through effective management information reporting, such as indicators of loan volume, exceptions to underwriting standards, concentrations of credit risk, delinquency and default rates, rating changes, problem loans, and charge-offs and using such information to improve program results;</li> <li>• Establishes mutually agreeable goals that can be justified by comparisons to relevant programs to control the total cost of originating, servicing and liquidating loans and improve the rate of debt recovery; <b>AND</b></li> <li>• Complies with all relevant provisions of the Debt Collection Improvement Act of 1996.</li> </ul>	<p>Agency:</p> <ul style="list-style-type: none"> <li>• Does not define its target borrower segments or regularly assess those borrowers against that definition;</li> <li>• Has not established/verified partner lenders have established sound lending policies;</li> <li>• Has not established/verified partner lenders have established collateral valuation processes;</li> <li>• Does not maintain a reasonable level of risk and productivity of taxpayer cash used in lending program through effective management information reporting;</li> <li>• Does not have mutually agreeable goals that allow cost comparisons to relevant program; <b>OR</b></li> <li>• Does not comply with the relevant provisions of the Debt Collection Improvement Act of 1996.</li> </ul>

<sup>5</sup> Includes the following agencies: Agriculture, Education, HUD, Treasury, VA, and SBA